USAID
FROM THE AMERICAN PEOPLE

Tactical Conflict Assessment and Planning Framework (TCAPF)

Worldwide Joint Training and Scheduling Conference

27 August 2009

Agenda

1. Why TCAPF?
2. What is TCAPF?
3. TCAPF Process
4. TCAPF Analysis
5. Current Use
6. Next Steps
7. Program of Instruction

Why TCAPF?

DoD's competency

USAID's competency

Typical Metrics

- Increased number of Afghan security forces
- Increased number of insurgents killed

Typical Metrics

- 80% of Afghan children attend school
- 3,000 km of all-weather roads
- 85% access to basic health care

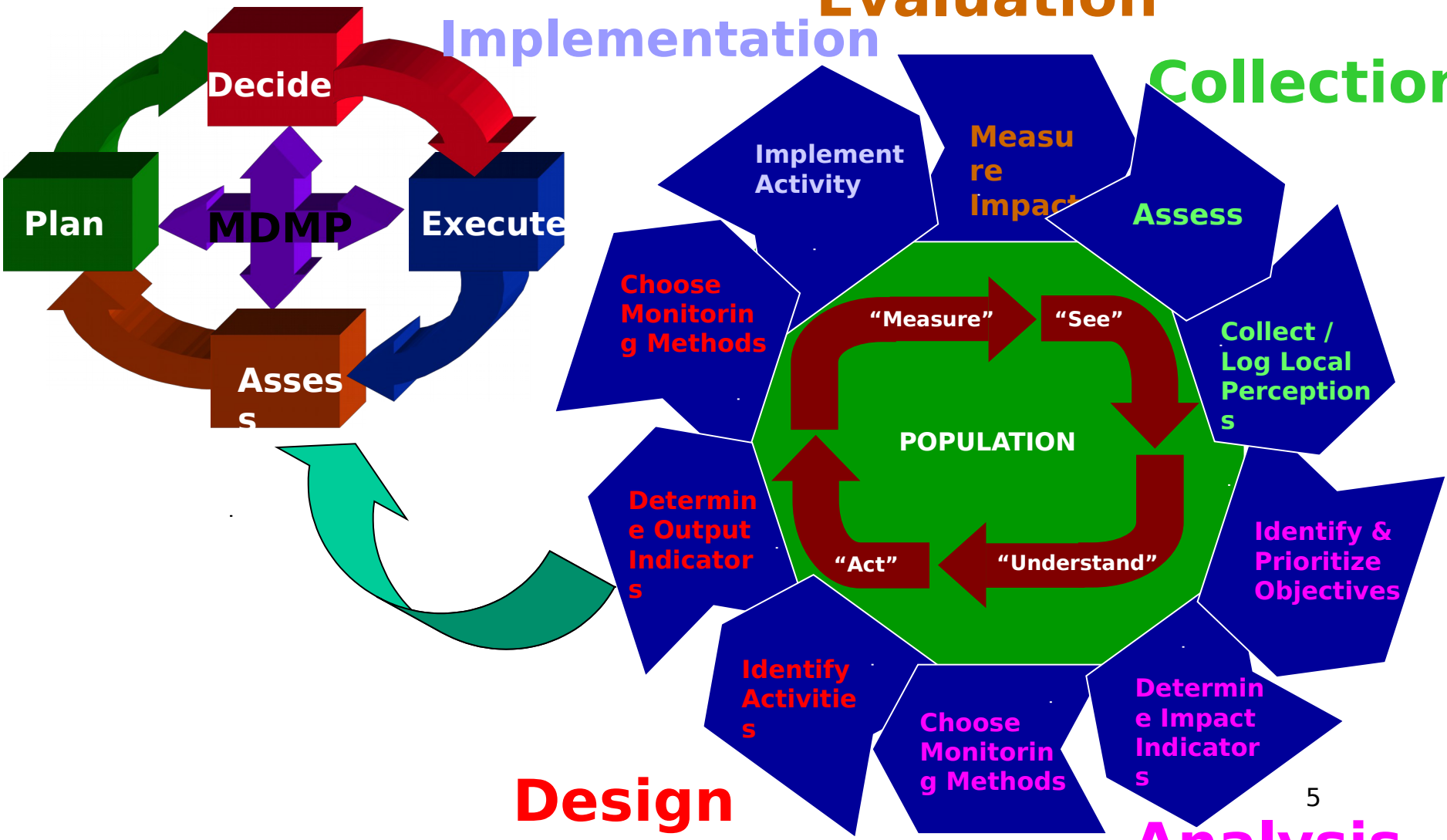
Outcomes (Between 2007-2008)

- 39% increase in civilians killed in ISAF military operations
- 33% increase in IEDs
- 119% increase in attacks on ASF
- 36% decrease in support for the Afghan Government (since 2006)
- Decreased NGO presence in South and East

What is TCAPF?

1. A framework to identify, prioritize, and mitigate the causes of instability in an AO by…
2. …analyzing 4 types of information…
   - Operational Environment (PMESII)
   - Cultural Environment (Key groups, Dispute resolution mechanisms…)
   - Drivers of Stability/Instability (Grievances, Key actors, Means & Motivations)
   - **Local perceptions (versus our *assumptions*)**
3. …in order to develop stabilization activities that…
   - Increase local support for the government
   - Decrease local support for anti-government forces
   - Increase local institutional and societal capability and capacity

TCAPF Process



Process – TCAPF Questionnaire

The Tactical Conflict Questionnaire

1. Standardized questionnaire used at the tactical level to facilitate discussions with locals and identify causes of instability
2. Only four questions:
   - *"Have there been changes in the village population in the last year"?*
   - *"What are the most important problems facing the village?"*
   - *"Whom do you believe can solve your problems?"*
   - *"What should be done first to help the village?"*

Always ask "WHY"?

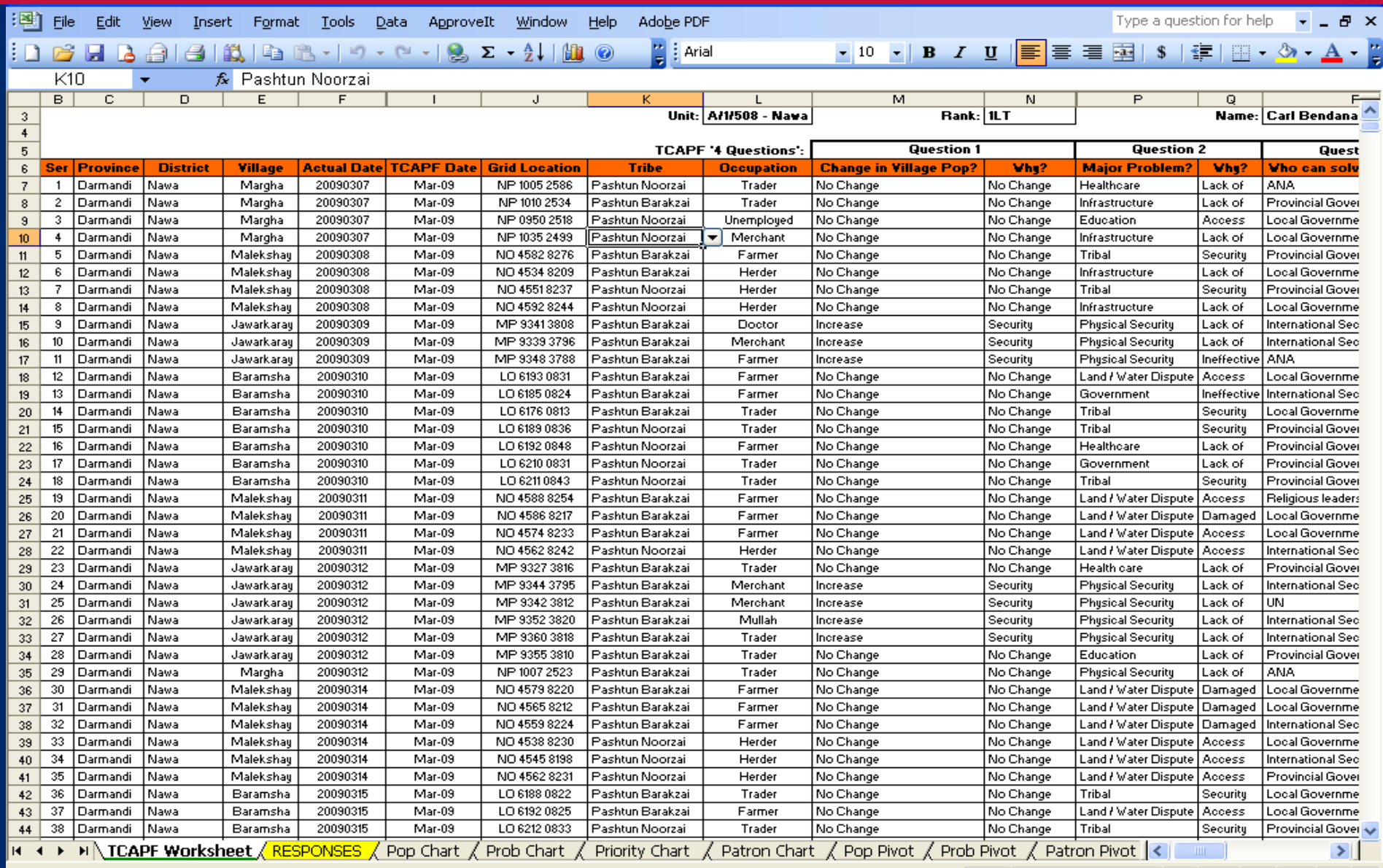
We see things from this guy's perspectiv

BUT through TCAPF…

We can see them from this guy's

TCAPF Focus is always *LOCAL*

Process – TCAPF Database



File Edit View Insert Format Tools Data ApproveIt Window Help Adobe PDF

Type a question for help

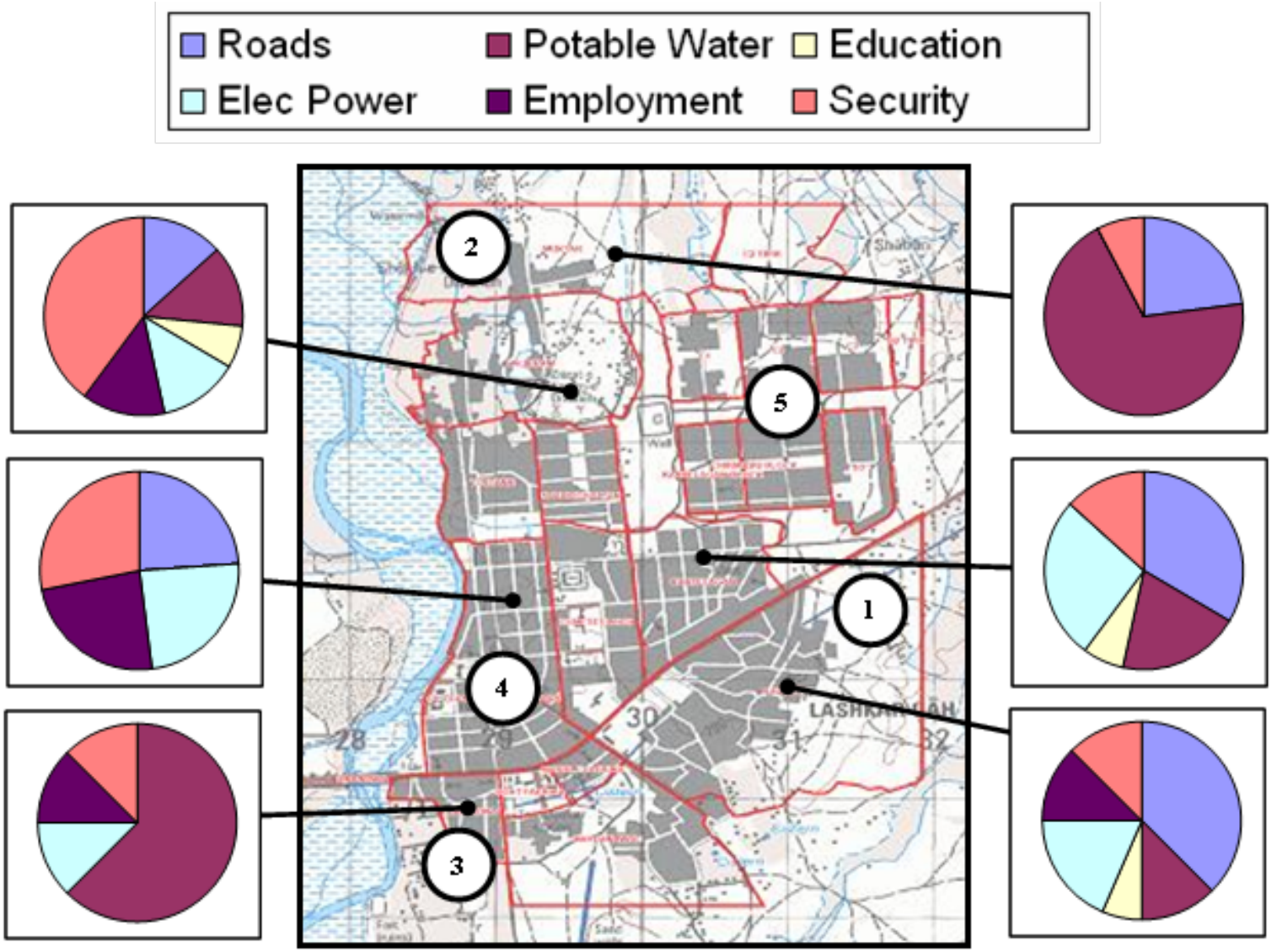
Arial 10

K10 Pashtun Noorzai

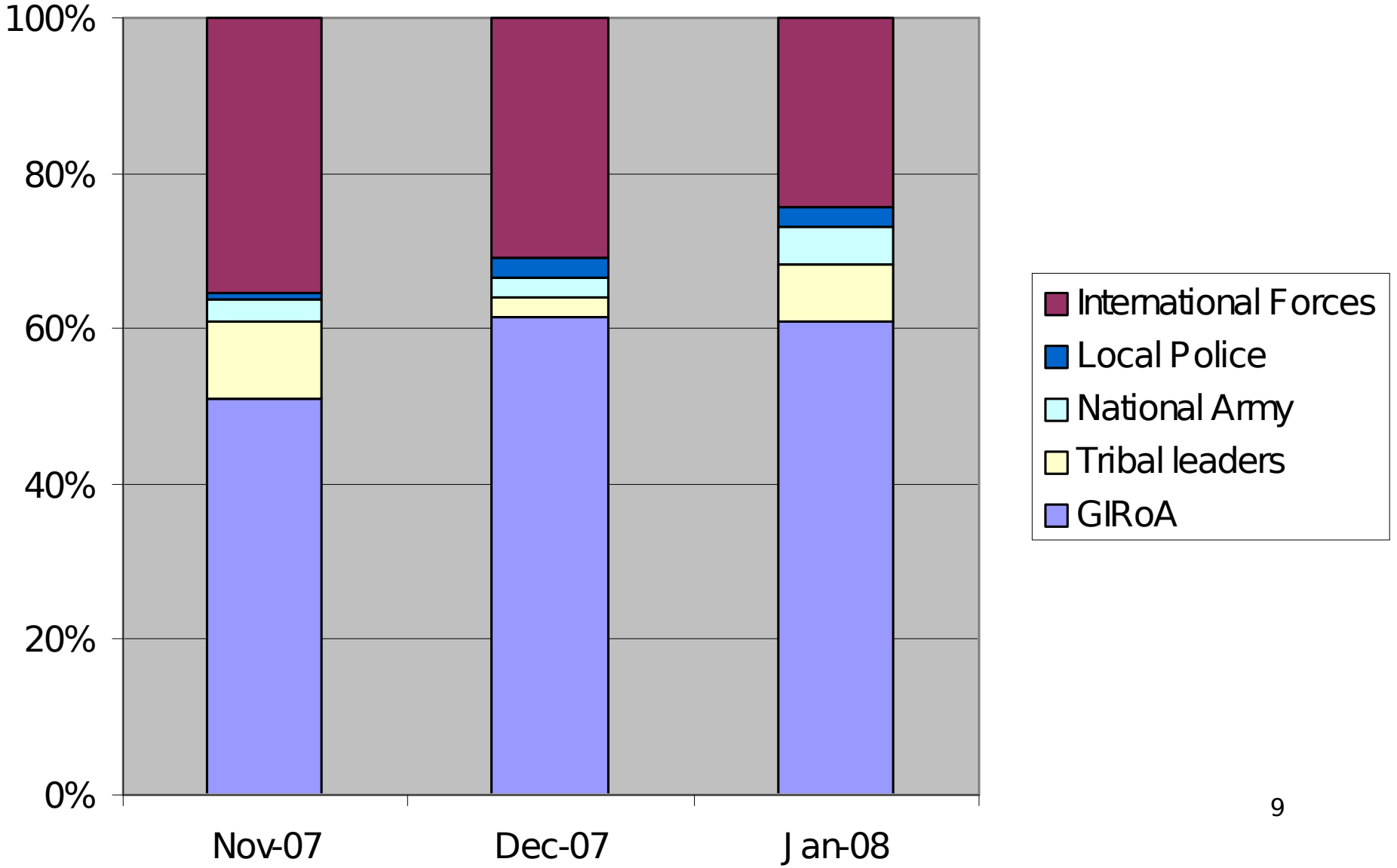
	B	C	D	E	F	I	J	K	L	M	N	P	Q	R	
3									Unit:	A/1/508 - Nawa	Rank:	1LT		Name:	Carl Bendana
4															
5								TCAPF '4 Questions':		Question 1		Question 2			Quest
6	Ser	Province	District	Village	Actual Date	TCAPF Date	Grid Location	Tribe	Occupation	Change in Village Pop?	Why?	Major Problem?	Why?		Who can solv
7	1	Darmandi	Nawa	Margha	20090307	Mar-09	NP 1005 2586	Pashtun Noorzai	Trader	No Change	No Change	Healthcare	Lack of		ANA
8	2	Darmandi	Nawa	Margha	20090307	Mar-09	NP 1010 2534	Pashtun Barakzai	Trader	No Change	No Change	Infrastructure	Lack of		Provincial Gover
9	3	Darmandi	Nawa	Margha	20090307	Mar-09	NP 0950 2518	Pashtun Noorzai	Unemployed	No Change	No Change	Education	Access		Local Governme
10	4	Darmandi	Nawa	Margha	20090307	Mar-09	NP 1035 2499	Pashtun Noorzai	Merchant	No Change	No Change	Infrastructure	Lack of		Local Governme
11	5	Darmandi	Nawa	Malekshay	20090308	Mar-09	NO 4582 8276	Pashtun Barakzai	Farmer	No Change	No Change	Tribal	Security		Provincial Gover
12	6	Darmandi	Nawa	Malekshay	20090308	Mar-09	NO 4534 8209	Pashtun Barakzai	Herder	No Change	No Change	Infrastructure	Lack of		Local Governme
13	7	Darmandi	Nawa	Malekshay	20090308	Mar-09	NO 4551 8237	Pashtun Noorzai	Herder	No Change	No Change	Tribal	Security		Provincial Gover
14	8	Darmandi	Nawa	Malekshay	20090308	Mar-09	NO 4592 8244	Pashtun Noorzai	Herder	No Change	No Change	Infrastructure	Lack of		Local Governme
15	9	Darmandi	Nawa	Jawarkaray	20090309	Mar-09	MP 9341 3808	Pashtun Barakzai	Doctor	Increase	Security	Physical Security	Lack of		International Sec
16	10	Darmandi	Nawa	Jawarkaray	20090309	Mar-09	MP 9339 3796	Pashtun Barakzai	Merchant	Increase	Security	Physical Security	Lack of		International Sec
17	11	Darmandi	Nawa	Jawarkaray	20090309	Mar-09	MP 9348 3788	Pashtun Barakzai	Farmer	Increase	Security	Physical Security	Ineffective		ANA
18	12	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6193 0831	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Access		Local Governme
19	13	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6185 0824	Pashtun Barakzai	Farmer	No Change	No Change	Government	Ineffective		International Sec
20	14	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6176 0813	Pashtun Barakzai	Trader	No Change	No Change	Tribal	Security		Local Governme
21	15	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6189 0836	Pashtun Noorzai	Trader	No Change	No Change	Tribal	Security		Provincial Gover
22	16	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6192 0848	Pashtun Noorzai	Farmer	No Change	No Change	Healthcare	Lack of		Provincial Gover
23	17	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6210 0831	Pashtun Noorzai	Trader	No Change	No Change	Government	Lack of		Provincial Gover
24	18	Darmandi	Nawa	Baramsha	20090310	Mar-09	LO 6211 0843	Pashtun Noorzai	Trader	No Change	No Change	Tribal	Security		Provincial Gover
25	19	Darmandi	Nawa	Malekshay	20090311	Mar-09	NO 4588 8254	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Access		Religious leader
26	20	Darmandi	Nawa	Malekshay	20090311	Mar-09	NO 4586 8217	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Damaged		Local Governme
27	21	Darmandi	Nawa	Malekshay	20090311	Mar-09	NO 4574 8233	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Access		Local Governme
28	22	Darmandi	Nawa	Malekshay	20090311	Mar-09	NO 4562 8242	Pashtun Noorzai	Herder	No Change	No Change	Land / Water Dispute	Access		International Sec
29	23	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9327 3816	Pashtun Barakzai	Trader	No Change	No Change	Health care	Lack of		Provincial Gover
30	24	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9344 3795	Pashtun Barakzai	Merchant	Increase	Security	Physical Security	Lack of		International Sec
31	25	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9342 3812	Pashtun Barakzai	Merchant	Increase	Security	Physical Security	Lack of		UN
32	26	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9352 3820	Pashtun Barakzai	Mullah	Increase	Security	Physical Security	Lack of		International Sec
33	27	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9360 3818	Pashtun Barakzai	Trader	Increase	Security	Physical Security	Lack of		International Sec
34	28	Darmandi	Nawa	Jawarkaray	20090312	Mar-09	MP 9355 3810	Pashtun Barakzai	Trader	No Change	No Change	Education	Lack of		Provincial Gover
35	29	Darmandi	Nawa	Margha	20090312	Mar-09	NP 1007 2523	Pashtun Barakzai	Trader	No Change	No Change	Physical Security	Lack of		ANA
36	30	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4579 8220	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Damaged		Local Governme
37	31	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4565 8212	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Damaged		Local Governme
38	32	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4559 8224	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Damaged		International Sec
39	33	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4538 8230	Pashtun Noorzai	Herder	No Change	No Change	Land / Water Dispute	Access		Local Governme
40	34	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4545 8198	Pashtun Noorzai	Herder	No Change	No Change	Land / Water Dispute	Access		International Sec
41	35	Darmandi	Nawa	Malekshay	20090314	Mar-09	NO 4562 8231	Pashtun Noorzai	Herder	No Change	No Change	Land / Water Dispute	Access		Provincial Gover
42	36	Darmandi	Nawa	Baramsha	20090315	Mar-09	LO 6188 0822	Pashtun Barakzai	Trader	No Change	No Change	Tribal	Security		Local Governme
43	37	Darmandi	Nawa	Baramsha	20090315	Mar-09	LO 6192 0825	Pashtun Barakzai	Farmer	No Change	No Change	Land / Water Dispute	Access		Local Governme
44	38	Darmandi	Nawa	Baramsha	20090315	Mar-09	LO 6212 0833	Pashtun Noorzai	Trader	No Change	No Change	Tribal	Security		Provincial Gover

TCAPF Worksheet | RESPONSES | Pop Chart | Prob Chart | Priority Chart | Patron Chart | Pop Pivot | Prob Pivot | Patron Pivot

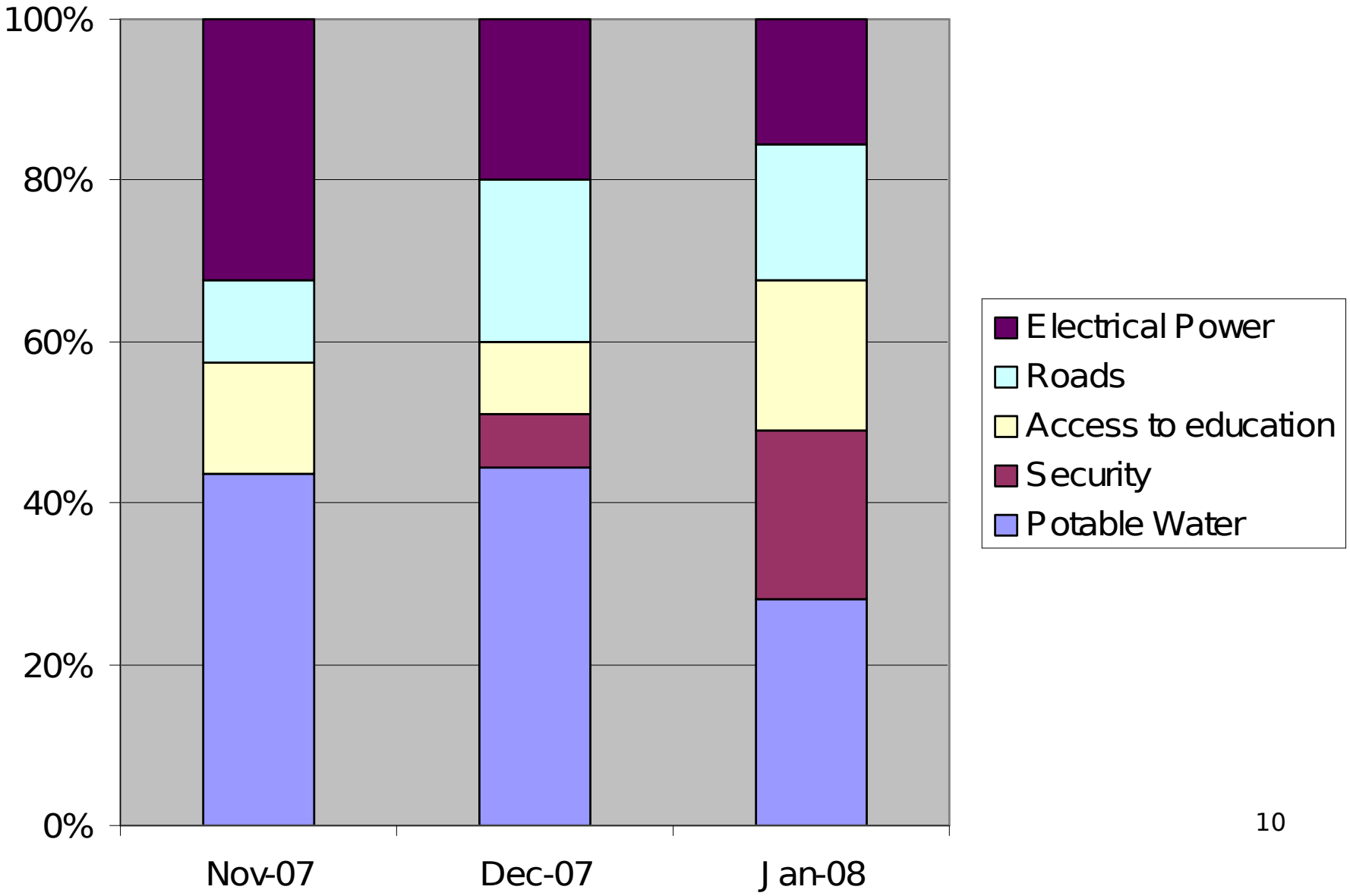
TCAPF Analysis



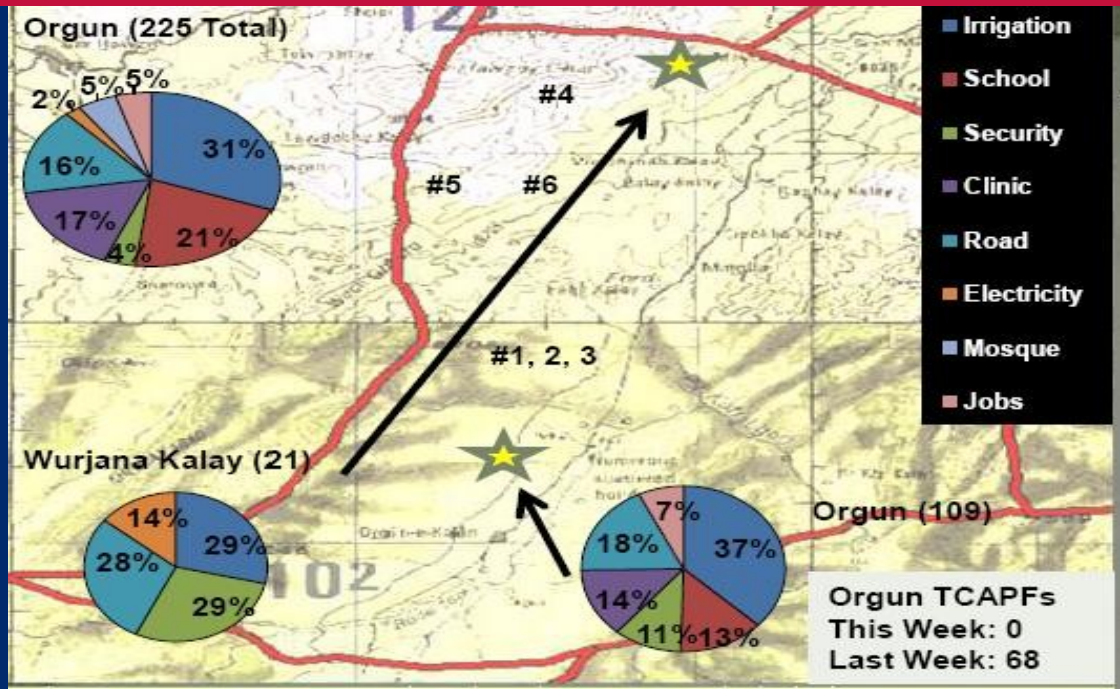
"Who Do You Believe Can Solve Your Problems?"

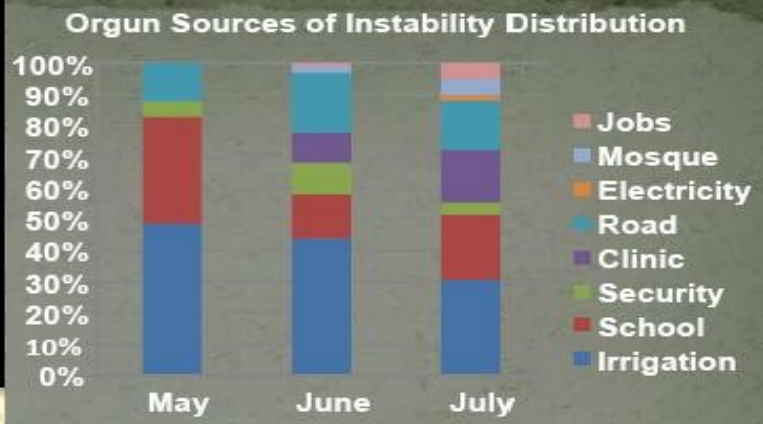


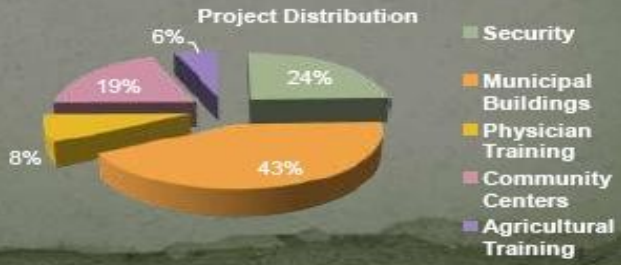
"What Should be Done First to Help the Village?"



3-509th Weekly District Snapshot

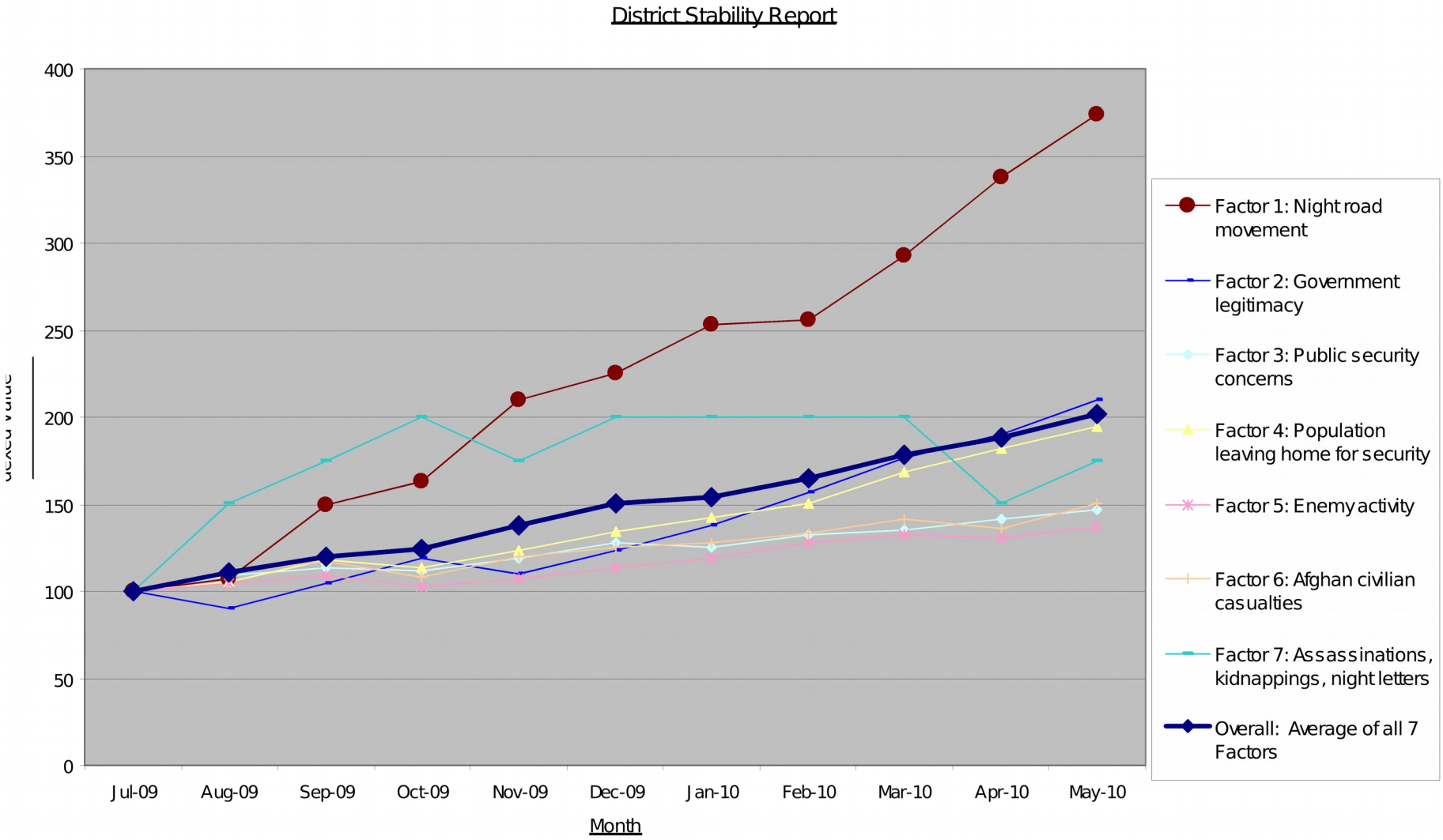






#	Project Name	% Comp	% Paid	Source of Instability Targeted	ENY?	GOV?	CAP?	MOE
1	Orgun Municipal Building Repair	60%	75%	Legacy	Y	Y	N	Increase in Local National use.
2	Orgun-E Physician Training	90%	100 %	Clinic	N	Y	Y	Increase in trained physician's in Orgun.
3	Orgun Agriculture Advisors	0%	33%	Irrigation	N	Y	Y	Conduct TCAPF"S to find out if Local National's are getting adequate training on farming.
4	Balay Kalay Community Center Roof	50%	60%	Mosque	Y	Y	Y	Increase in use of the CC.
5	Shenkai Community Center Roof	90%	60%	Mosque	Y	Y	Y	Increase in use of the CC.
6	Margha School Wall	0%	0%	School	Y	Y	N	TCAPF's

Monthly District Stability Report



Current Use

Nation-Wide

COIN Academy

RC SOUTH

RC EAST

Proposed Next Steps

1. Create centralized, *UNCLASSIFIED* TCAPF database
2. Implement across U.S. and Coalition forces in Afghanistan – HQs, Brigades, SF, CA, MTT/PTT
3. Expand among civilian agencies in Afghanistan – USAID, DOS, USDA, Coalition counterparts, Implementing Partners, Afghan ministries
4. Expand to all PRTs
5. Establish Stabilization Advisors at each BN, PRT,

   and above
6. Apply tactical patience to maintain quality as

TCAPF Program of Instruction

1. Two to three days of classroom instruction
   - Collection – Companies down to Team Leader level
   - Analysis, Design, Evaluation – Battalion staffs and above
2. Squad STX Lanes – 1 day per company
   - Collecting TCAPF data from role players
   - Follow-up Key Leader Engagement
3. Company Cmd/BN Staff STX lane – half day
   - Analyze and Design activities based on collected TCAPF data

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QUESTIONS?